

CITY OF NEW ORLEANS

Mitchell J. Landrieu, Mayor

Office of Community Development (OCD)

SuperNOFA 2011

GENERAL INFORMATION PACKAGE for FUNDING SOURCES

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CITY OF NEW ORLEANS
OFFICE OF THE MAYOR
OFFICE OF COMMUNITY DEVELOPMENT

December 15, 2010

NOTICE OF FUNDING AVAILABILITY FOR:

Housing Opportunities for Persons with AIDS (HOPWA)
Federal Emergency Shelter Grant (ESG)
Louisiana State Emergency Shelter Grant (SESG)

Agency: *Office of Community Development (OCD)*

Action: *Notice of Funding Availability (NOFA)*

Summary: The City of New Orleans is currently in the 2011 Action Plan. The Action Plan is an annual document which serves as the planning and application process for the following federal formula grants awarded to the City of New Orleans by the U.S. Department of Housing and Urban Development (HUD): Emergency Shelter Grant Program (ESG/SESG), and Housing Opportunities for Persons With AIDS (HOPWA). The Consolidated Plan identifies priority housing, community development, and continuum of care needs and strategies to address these needs. The City of New Orleans partners with community-based organizations to assess, develop, and implement programs to address priority needs of the Action Plan.

Only organizations certified on the Registry of Neighborhood Organizations are eligible to receive funding under this NOFA.

Dates: Application packets are available in MS Word format (with one Housing-related document in MS Excel), **beginning Wednesday, December 15, 2010 from the Office of Community Development. Contact this office to have the 2011 NOFA application and General Information Packet e-mailed to your agency. You can also pick up the applications at our office located at 1340 Poydras Street, Suite 1000.**

An original completed application plus three (3) copies must be received by **3:00 p.m., Friday, January 21, 2011, at the Office of Community Development office, 1340 Poydras Street, 10th Floor.** Applications may not be sent by facsimile (fax). Applications may not be sent by electronic mail (e-mail). These deadlines are firm as to date and hour.

Any application received after the application deadline will be penalized 20 points for each 24-hour period (weekends excluded) the application is submitted late. (For example,

applications received between 3:01 p.m. **Friday, January 21, 2011** and 3:00p.m. Monday, **January 24, 2011** can only earn a maximum of 80 points; applications received 3:01 p.m. **Monday, January 24, 2011** - 3:00 p.m. **Tuesday, January 25, 2011** can only earn a maximum of 60 points; etc.)

Proposals must be complete at the time of submission. No addenda will be accepted after the deadline date for submission of proposals unless specifically requested by the Review Panel.

Applicants who physically deliver the proposal must have their proposal logged in and complete a sign-in sheet. Under no circumstance should an applicant leave a proposal at the Office of Community Development without completing the required log in procedure. Applicants who mail proposals should do so by certified mail, return receipt requested, or through overnight mail services, allowing enough time for the proposal to be received by the deadline date and time.

Format: **All applications must be completed using the forms supplied with this Notice of Funding Availability (NOFA).** Any application not following the prescribed format will not be considered for funding. We will make no copies of any applications. Do not return the general information packet.

LEGAL AND REGULATORY AUTHORITY

- The **Community Development Block Grant (CDBG)** is authorized by Title I of the Housing and Community Development Act of 1974. Funds available under this NOFA are subject to the requirements of the amended CDBG regulations located at 24 CFR Part 570.
- The **HOME Investment Partnerships Act (HOME)** is authorized by Title II of the Cranston-Gonzales National Affordable Housing Act of 1990. Funds available under this NOFA are subject to requirements of this act and its amendments (if any) located at 24 CFR Part 92.
- The **Emergency Shelter Grant (ESG)** is authorized by the Stewart B. McKinney Homeless Assistance Act of 1987 as amended, and the Cranston-Gonzalez National Affordable Housing Act of 1990 under the U.S. Department of Housing and Urban Development regulations located at 24 CFR Part 576.
- The **Housing Opportunities for Person With AIDS (HOPWA)** program is authorized by the AIDS Housing Opportunities ACT (42 U.S.C. 12901) as amended by the Housing and Community Development Act of 1992 located at 24 CFR Part 574.

In 1993 the U.S. Department of Housing and Urban Development developed a single planning and application process for the administration of Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), Home Investment Partnerships Act (HOME) and Housing Opportunities for Persons With AIDS (HOPWA) funds. The City of New Orleans, through this NOFA, will fund programs that address continuum of care (homeless, persons living with HIV/AIDS) community needs for program year **2011**.

INSTRUCTIONS FOR: Housing Opportunities for People with AIDS (HOPWA)

Purpose:

To provide resources to meet the housing and related needs, such as short-term rent and utility payments, of low-income persons living with HIV/AIDS and their families.

Geographic target:

HOPWA activities should be targeted in the seven-parish region that includes Orleans, Jefferson, St. Bernard, St. Charles, St. John the Baptist, St. Tammany, and Plaquemines parishes.

Coordination:

In an effort to better coordinate HIV service delivery throughout the New Orleans area, HOPWA awards will be made in consideration of other sources of funding for HIV services in the New Orleans area including Ryan White CARE Act Titles I and II, Shelter Plus Care, UNITY of Greater New Orleans HOPWA, and the State of LA - HIV/AIDS Program.

Administrative costs:

Each project sponsor receiving amounts from grants made under the HOPWA program may use not more than 7% of the amounts received for its own administrative costs related to carrying out eligible activities.

Eligible activities:

- Acquisition, rehabilitation, conversion, lease and repair of existing facilities to provide housing and services. **Applicants who wish to do rehab for independent living will need to fill out the HOME/CHDO application.**
- Operating costs for housing including maintenance, security, operation, insurance, utilities, furnishings, equipment, food, supplies, and other incidental costs. Salaries for personal care attendants and other housing staff directly related to the operation of the facility should be included here. Supportive services provided at housing facilities including but not limited to health care, case management, drug and alcohol abuse treatment and counseling, and mental health services are not included as part of this NOFA. Supportive services are funded through the Ryan White CARE Act, Titles I and II, UNITY of Greater New Orleans, and the State of LA - HIV/AIDS Program.
- Short-term rent, mortgage, and utility payments to prevent the homelessness of the tenant or mortgagor of a dwelling. Short-term assistance cannot be provided for a period longer than 21 weeks in any 52-week period. Agencies must demonstrate that they will coordinate with other agencies providing short-term assistance in order to avoid duplication of services. **Beginning in 2009, only two agencies may receive funds for Short-term Rental/Mortgage/Utility Assistance activities in this category.**

Past funding: In previous years, the average award was \$263,849.

Resources:

HIV Comprehensive Health Services Plan – New Orleans Regional AIDS Planning Council www.norpac.org or 821-7334
HOPWA STRMU Guidelines (CPD 06-07) – HUD
www.hud.gov/offices/cpd/aidshousing/programs/strmu

INSTRUCTIONS FOR: Emergency Shelter Grant (ESG) and State Emergency Shelter Grant (SESG)

Purpose: To provide a foundation for homeless people to begin moving to independent living by 1) improving the quality of emergency homeless shelters, and 2) providing homeless prevention activities such as rent, mortgage, and utility assistance. Applicants may submit an application for **either** the ESG program or the SESG program, **not both**.

Geographic target:

ESG/SESG activities should be targeted citywide in Orleans parish.

Coordination:

In an effort to better coordinate homeless service delivery throughout the New Orleans area, ESG/SESG awards will be made in consideration of other sources of funding for homeless services in the New Orleans area including UNITY of Greater New Orleans.

UNITY of Greater New Orleans
www.unityfgno.org

Matching funds:

Recipients shall be required to secure matching funds in an amount equal to its ESG or SESG funding amount unless exempted on grounds of severe incapacity to provide matching funds based on information submitted in grant application. Matching funds must derive from sources other than the program and be provided after the date of the grant award to the recipient. Funds used to match a previous ESG or SESG grant award may not be used to match a subsequent grant.

In calculating the amount of matching funds, the following may be included: "hard cash" amounts dedicated for homeless assistance activities, the value of any donated material or building; the value of any lease on a building, any salary paid to staff of the recipient local government or nonprofit provider in carrying out the emergency shelter program; and the time and services contributed by volunteers to carry out the emergency shelter program, determined at the rate of \$5.00 per hour. The recipient will determine the value of any donated material or building, or any lease, using any method reasonably calculated to establish a fair market value.

Eligible activities:

Eligible activities are provision of emergency shelter, essential services and homeless prevention activities. A proposal may include homeless prevention activities only as an adjunct of other eligible activities. A total of up to 60 percent ESG funds may be budgeted for both essential services and homeless prevention activities, subject to the separate 30 percent maximum applicable to each of these program categories.

Provision of Emergency Shelter

Payment of maintenance, operations (including shelter administration) rent, repair, security, fuel and equipment, insurance, utilities and furnishings.

Limitations:

An amount not to exceed ten (10) percent of ESG/SESG funds may be spent on staff costs of operations related to the provision of emergency shelter.

Essential Services

These may include but are not limited to:

- assistance in obtaining permanent housing and supervision;
- medical and psychological counseling and supervision;
- employment counseling;
- nutritional counseling;
- substance abuse treatment and counseling;
- help in obtaining other Federal, State and Local assistance;
- other services such as child care, transportation, job placement and training;
- staff salaries necessary to provide the above services.

Limitations: Grant amounts may be used to provide an essential service only if the service is 1) a new service; or 2) a quantifiable increase in the level of a service above that which the recipient provided with local funds during the 12 months immediately before the receipt of initial grant amounts.

Not more than 30 percent of ESG/SESG Program funding can be used for essential service activities.

Homeless Prevention Activities

Homeless prevention activities are those designed to prevent the incidence of homelessness, including (but not limited to):

- short-term subsidies to defray rent and utility arrearages for families that have received eviction or utility termination notices;
- security deposits or first month's rent to permit a homeless family to move into its own dwelling;
- mediation programs for landlords-tenant disputes; legal services programs for the representation of indigent tenants in eviction;
- payments to prevent foreclosure on a home and other innovative programs and activities designed to prevent the incidence of homelessness.

Any proposal containing homeless prevention activities must describe the type(s) of activities to be undertaken and a specific implementation plan.

Limitations: Not more than 30 percent ESG/SESG Program funding can be used for homeless prevention activities. If grant funds for homeless prevention activities are to be used to assist families that have received eviction notices or notices of termination of utility services, the following conditions must be met:

- ✓ The inability of the family to make the required payments must be the result of a sudden reduction in income;
- ✓ The assistance must be necessary to avoid eviction of the family or termination of service to the family;

The reference to “family” in these conditions is interpreted by HUD to include one-person families.

- ✓ There must be a reasonable prospect that the family will be able to resume payments within a reasonable period of time (this "reasonable period to time" means a time period determined reasonable by the ESG grantee and applied consistently to all recipients); and
- ✓ The assistance must not supplant funding for preexisting homeless prevention activities from any other sources.

Past funding: In previous years, the average award was \$95,581.

INSTRUCTIONS FOR ALL APPLICATIONS

A separate proposal must be submitted for each proposed service category. Example, if an applicant is applying to provide youth enhancement services, senior services, HOPWA services, and ESG services, a total of four separate proposals, including all copies, would be submitted.

Only one application per applicant will be reviewed in each service category. Proposals that combine a request for funds in more than one category will not be considered for funding. NOTE: Applicants may submit an application for **either** the ESG program or the SESG program, **not both**.

Eligible applicants

- Only organizations certified on the Office of Community Development Registry of Neighborhood Organizations are eligible to receive funding under this NOFA.
- Applications from organizations that are delinquent on any federal debt, any State of Louisiana debt, or any City of New Orleans debt will not be considered for funding.
- Applications from organizations that have not met audit requirements will not be considered for funding. All audits must be clear of ineligible/disallowed costs related to any and all funding provided by the City of New Orleans.
- Applications from organizations that are currently debarred or suspended from the receipt of federal and state funds will not be considered for funding. All awarded organizations will be required to submit documentation to certify that the organization has not been debarred or suspended from participation in the award of federal funds.

Target population

The community identified priority populations during the consolidated planning process. Priority populations are extremely low income households -- up to 30% of median family income -- and very-low income households -- 31% to 50% of median family income.

HUD's median family income determination for the New Orleans Metropolitan Area is \$52,300 for a family of four. See Appendix C for Chart

Other target populations include single-parent households, homeless families with children, elderly, persons with disabilities including HIV/AIDS.

The Census is a good source for this kind of data. See Appendix D for a guide to using "Factfinder" on the Census web site.

Coordination with City planning efforts

The City of New Orleans has invested in the development of several strategic plans for the City, its neighborhoods, and the citizens who live there. Agencies applying for funds under this NOFA must link proposed services and activities to existing strategic plans. Listed below are the strategic plans that have been developed in the City of New Orleans.

- 2011 Draft Action Plan (December 2010)
- New Orleans Local Workforce Investment Area 12 - Five Year Strategic Plan (August 2000)

- 1999 Land Use Plan www.nola.gov , then click on City Planning
- Neighborhood studies have been and/or are being developed for the numerous New Orleans neighborhoods. For information, check the following websites: www.nolanpr.com

Applicants proposing services included in the strategic plans listed above or targeted to neighborhoods listed above must demonstrate how the proposed service is consistent with the strategies outlined in those plans.

Environmental Assessment and Impact

Care should be taken in the selection of projects and in the preparation of applications to ensure the environmental and historic preservation impediments do not cause an application to be denied, or approval severely delayed. Applicants should canvas the service area and note any environmental concerns and address how their program will mitigate them.

Lead-Based Paint Requirements

Housing and Continuum of Care projects that require rehabilitation work must be compliant with requirements at 24 CFR Part 570.608. These requirements include notification of hazards of lead-based paint poisoning, prohibition of the use of lead-based paint, inspection and testing for lead-based paint, and abatement methods.

Fair Housing Impact

In accordance with the fair housing laws, housing programs funded or assisted with federal funds such as under the Community Development Block Grant (CDBG) program, Emergency Shelter Grant (ESG) program, Housing Opportunities for Persons With AIDS (HOPWA) program, and the Home Investment Partnership Act (HOME), must be administered in a manner that will affirmatively further fair housing. Further, the City of New Orleans, as a CDBG grantee, must certify that it will affirmatively further fair housing. In order for the City to certify that it will affirmatively further fair housing, it must analyze and eliminate housing discrimination, promote fair housing choice, provide opportunities for racially and ethnically inclusive patterns of housing occupancy, promote housing that is accessible to and usable by persons with disabilities, and foster compliance with the nondiscrimination provisions of the Fair Housing Act, U.S. HUD, Office of Fair Housing and Equal Opportunity, Fair Housing Planning Guide, at 1-1.

It is imperative, therefore, that subrecipients of the above funds include a fair housing impact statement addressing not only how they will refrain from housing discrimination, but also how they will ensure that their housing and community development programs are accessible to persons with disabilities and do not contribute to or intensify segregated housing patterns. For example, if you intend to target a particular neighborhood to rehabilitate blighted housing, you must address how your program is going to affect segregated housing patterns in that and surrounding areas.

Section 3 Requirements

The purpose of Section 3 is to ensure that employment, job training, contracting and other economic opportunities generated by HUD financial assistance shall (to the greatest extent feasible, and consistent with existing Federal, State and local laws and regulations) be directed to low and very low income persons residing within the metropolitan area in which the assistance is expended.

For competitively awarded assistance involving housing rehabilitation, construction or other public construction, where the amount awarded to the applicant exceeds \$200,000, contractors and subcontractors agree to comply with HUD's regulations in 24 CFR part 135, which implement Section 3 of the Housing and Urban Development Act of 1968.

Davis Bacon Requirements

Agencies awarded construction or rehabilitation projects must ensure that they meet requirements specified under the Davis-Bacon Act. The Act requires that all laborers and mechanics employed by contractors or subcontractors in the performance of construction work financed in whole or in part with assistance received under HUD programs shall be paid wages at rates not less than those prevailing on similar construction in the locality as determined by the Secretary of Labor in accordance with the Davis-Bacon Act, as amended (40 U.S.C.276a--276a-5): Provided, that this section shall apply to the rehabilitation of residential property only if such property contains not less than 8 units, and HOME funded projects with 12 or more units.

Leveraging

The use of federal funds to stimulate the investment of non-governmental (particularly non-federal) funding sources in the financing of a project or program is called "leveraging". The applicant should strive to secure non-governmental funds in order to minimize the need for limited federal funds in each project. The more leverage that can be attained, the more low-income persons can be assisted. For example, a homeowner who can borrow private funds may not require 100 percent financing from federal funds.

Audit Requirements

All awarded organizations will be required to comply with federal and state audit requirements as stated in OMB A-133, and all other applicable federal, state, and local rules and regulations.

REPORTING REQUIREMENTS

Awardees will be minimally required to submit the following reports:

- \$ Monthly Programmatic Services/Direct Benefit Reports
- \$ Monthly Program Income Reports (as applicable)
- \$ Monthly Cost Control Statements
- \$ Section 3 Reports
- \$ Contractor/Subcontractor Activity Reports
- \$ Report of Matching Funds
- \$ Annual Reports

This information, required of all grant recipients, is necessary not only to monitor the progress of individual agencies, but also to guide the City of New Orleans - Office of Community Development in refining the development and maintenance of an effective system of housing, public service, and continuum of care needs for New Orleans and the surrounding areas.

Reports must be submitted with the required level of detail in a timely manner. Reporting requirements must be strictly followed. Failure to comply may result in the discontinuation of funding and/or the termination of contracts.

APPLICANT SELECTION PROCESS

1. Applications will be reviewed to ensure that they meet the following requirements:

- a) The applicant must complete the accompanying Registry application to be a registered organization with the Office of Community Development.
- b) The population and target area to be served must meet the eligibility requirements of the specific program.
- c) The activities for which assistance is requested must be eligible under the funding source regulations and activities specified in the NOFA.
- d) Organizations that receive assistance through the funding process must be in compliance with applicable civil laws and Executive Orders regarding fair housing and equal opportunity.

2. Applications will be scored against a standard set of criteria. The following core selection criteria apply to the continuum of care components of the NOFA:

(1)	Target Population & Service Need	24 Points
(2)	Approach to Providing Services	25 Points
(3)	Coordination and Collaboration	15 Points
(4)	Agency Background and Experience	16 Points
(5)	Financial	20 Points
(6)	Bonus Points	10 Points

3. Currently funded agencies or agencies who have received prior funding from the Office of Community Development will also be evaluated on past performance in carrying out programmatic activities and contractual compliance. Factors such as agency ability to meet service delivery goals, timely expenditure of funds, timely reporting, accuracy of reporting, ability to meet audit requirements, attendance at meetings and other programmatic and fiscal contractual requirements will be considered.

The City of New Orleans reserves the right to fund lower rated proposals over higher scoring proposals in any funding source and service category to address and meet gaps in services. Factors that may influence these decisions are target population served, geographical area served, etc.

GRANT AWARD PROCESS

The City of New Orleans will notify conditionally selected applicants in writing. Receipt of an award letter is not a guarantee of funding. Award letters may include conditions of award that must be met prior to the receipt of funding. Awards should not be construed as a guarantee by the City to renew contracts automatically beyond the initial 12-month contract period. All awards are subject to further contract negotiation and availability of funds.

As necessary, the Office of Community Development will subsequently request conditionally selected applicants to submit additional project information which may include documentation showing project feasibility; documentation of firm commitments for cash match; documentation showing site control; information necessary for the Office of Community Development to perform an environmental review, where applicable; and such other documentation as specified by the Office of Community Development in writing to the applicant that confirms or clarifies information provided in the application or that revises information provided in the application based on the level of funding.

Applicants will also be notified of the deadline for submission of such requested information. If an applicant is unable to meet any condition of grant award within the specified time frame, the City of New Orleans reserves the right to rescind the notice of award and to use the available funds for other applicable programs. Contracts for CDBG, Federal ESG, and HOPWA activities will be for a twelve-month period effective January 1, 2011 to December 31, 2011. Twelve month contracts for the State Emergency Shelter Grant program are effective September 1, 2011 - August 31, 2012.

Often, HUD will make this agency aware of changes to its programs which may impact program performance of our grantees. Any organization awarded funding should be aware that they **may be required to attend mandatory meetings** which may impact service delivery. Failure to attend any such meetings may impact an agency's future funding.

THE CITY OF NEW ORLEANS RESERVES THE RIGHT TO CANCEL, IN WHOLE OR IN PART, THIS NOFA/RFP AT ANY TIME AND WITHOUT NOTIFICATION.

Appendix A

Community Development Area (CD)

Federal regulations designate a Community Development (CD) area as one that is considered low income (At least 51% of the census tract must be low-moderate income.) The census tracts listed below have been determined to meet the low-moderate income criteria and are designated CD areas.

Eligible Census Tracts:

Algiers: 2, 3, 4, 6.01, 6.02, 6.03, 6.04, 6.05, 6.11, 6.13
Broadmoor: 103
Bywater: 11, 12
CBD: 58, 59
Central City/Magnolia: 67, 68, 69, 80, 84, 85, 86, 91, 92, 93.01, 93.02, 94
Desire/Florida: 14.01, 14.02, 15, 16, 17.03, 17.06, 17.14
Dillard: 33.07
East Riverside: 96, 97
Edgelake/Little Woods: 17.28
Fairgrounds/Broad: 37.02
Freret/Milan: 102, 100, 111
Gentilly Terrace: 24.02
Gert Town/Zion City: 70, 72
Hollygrove/Dixon: 75.01, 75.02, 76.05
Irish Channel/Lower Garden District: 81.01, 81.02, 82, 83, 87, 88, 89
Leonidas/West Carrollton: 129, 130, 131, 132
Lower Ninth Ward/Holy Cross: 7.01, 7.02, 8, 9.01, 9.02, 9.03, 9.04
Marigny: 18, 26
Mid-City: 45, 50, 63, 64, 65, 71
Plum Orchard: 17.22
St. Bernard: 33.05, 33.06
St. Claude: 13.01, 13.02, 13.03, 13.04
St. Roch: 19, 20, 21, 22, 23
Seventh Ward: 27, 28, 29, 30, 31, 34, 35, 36
St. Anthony: 33.03
Treme/Sixth Ward: 39, 40, 44.01, 44.02, 47, 48
Tulane/Gravier: 49, 60
Uptown/West Riverside: 104, 105, 106, 109
Viavant/Venetian Isles: 17.33
Village de L'est: 17.42
West Lake Forest: 17.35, 17.36

To visualize these census tracts, see the Regional Planning Commissions maps at:
http://www.norpc.org/data_desk/demographic_data/census/rpc_census_maps.html

To get data for these census tracts, see Appendix D
for a guide to using “Factfinder” on the Census web site.

Appendix B

SuperNOFA 2011 EVIDENCE-BASED PROGRAM PLANNING

The SuperNOFA 2011 applications ask that you gather evidence to inform your program design. Here are some hints to help you to do that research effectively and efficiently:

Finding reliable information sources

A. Use www.google.com

B. Search terms

- Don't type full questions.
- Don't use prepositions.
- Use words that are used by professionals in that field.
(i.e.: "academic achievement" instead of "kids doing well in school")
- Use quotation marks *only* when you want to find that specific string of words - otherwise you can miss important websites.

C. Assessing reliability

1. Websites from the U.S. government (.gov) are usually reliable.
2. Websites from educational institutions (.edu) are often reliable (but make sure they're an official document and not a student project).
3. Websites with .org may be a national association relevant to the field you are researching. Look at these web sites under "Facts" "Statistics" or "Research" to find links to articles and research from credible educational institutions and governmental agencies.
4. Websites with advertising (look for blinking and flashy things on web sites) do not usually have credible scientific research.

D. Google sorts by relevance. If the type of information you are looking for doesn't appear in the first page of listings, change your search terms.

Focus! Focus! Focus! Keep in mind the question you are trying to answer and look *only* at links that might provide the answer. Don't be distracted by other links, no matter how interesting. You'll waste a lot of time and get frustrated!

Any **citation format** will do!

These are items that are included in most citations, depending on what kind of document you are citing: author, date, title, publication, institution, and web site as well as the date you retrieved it from the web. The purpose is to make sure the reader can find and verify your source.

Check out: <http://www.apastyle.org/electref.html>

E. Collect source information *as you go along*.

F. Be sure to cite all your sources throughout your proposal.

Hints for specific questions on these applications:

Housing Opportunities for People with AIDS (HOPWA)
Emergency Shelter Grant (ESG)

Hints for Question 1 and 2

Data sources

www.gnocdc.org is the best source for all available post-Katrina data about New Orleans.

www.google.com can be helpful for finding studies and non-demographic data

Suggested format

It's best to present data in this order if at all possible:

1. Data at the national level
2. Data for Orleans Parish
3. Data for your specific geographic target if less than the entire parish

Helpful tips

- A table is an easy-to-look-at display for comparative data.
- Percentages are usually the best way to display comparative data ... because they are comparable!
- If the most recent data seems less than accurate to you, include this caveat:
"According to the best available data..."

Hints for Question 3

Data sources

To find out what agencies provide services to the same population, consider looking at these data sources:

- For agencies that provide services for the homeless, contact Unity for Greater New Orleans (821-4496)
- For human service agencies in general, check out the listings on www.vialink.org.

Remember that these listings were all designed for "Information & Referral" purposes –they were not designed for planning and may not have all the information you might want.

Hints for Question 4

Guiding definition

Goals Broad statements of desired overall outcomes; general statements not specific as to when or how, but rather what is to be accomplished; statements that describe the long-range over-arching benefit that your program is seeking.

Hints for Question 5

Helpful tips

- Client participation methods vary by field. What works best for youth enhancement programs is different from what works best for child care centers. Look up the client participation method that is recommended for your field. You may find these described on the web sites of national associations in your field.
- If your field has not identified a recommended method, consider adapting one of the public participation methods described in this document:

<http://www.vcn.bc.ca/citizens-handbook/compareparticipation.pdf>

Hints for Question 6

Helpful tips

- **Think about the agencies to which you refer clients and from which you receive referrals. Think about the agencies that you meet with routinely.**
- Describe how you will collaborate with other agencies and coordinate efforts so that the population experiences seamless service provision to the extent possible.

Hints for Question 7

Helpful tips

- Your “best practice” research may reveal:
 - proven program models,
 - proven program elements,
 - program quality standards,
 - no specific models, elements or standards, but expert opinion.

All of these are useful and applicable.

- Don’t assume that the readers already know about the successes your proposed program may have experienced in other parts of the country.

Hints for Question 9

Guiding definitions

<i>Outcomes</i>	Observable, measurable changes in individuals or populations that are attributable to a program. Outcomes may relate to a change in behavior, skills, knowledge, attitudes, values, status and/or in condition.
<i>Validity</i>	Whether a tool is measuring what it is intended to measure.*
<i>Reliability</i>	The extent to which the tool yields the same results under the same conditions among the same test subjects.**
<i>Benchmark</i>	A quantitative standard by which results can be judged -- usually this standard is the results of another comparable program.

Helpful tips

- If you found a measurement tool that has been used to demonstrate the effectiveness of a model program, this tool will very likely have been proven to be valid and reliable. If the documentation you have does not give the exact validity and reliability measures of the tools, then simply note where you found the tool and in what situations it has been used previously.
- If you found a measurement tool that has been used to demonstrate the effectiveness of a model program, note the success rate of that program. This is the “benchmark” which you can use to inform your selection of a target. (Note: You may decide to set your target higher than or lower than or the same as this benchmark – just be sure to include your rationale for doing so.)
- If you can find no valid and reliable measurement tool, document the various places you looked, and then explain how the tool you will use measures the indicator you have stated.
- Describe in some detail who will collect the information, when and how. Don’t neglect a plan to get a consent form from participants, if necessary.
- Describe in some detail who will analyze the information, when and how. Key steps involved in data analysis are: data entry; tabulation of the data to determine the number and percent of participants who have met the outcomes; providing explanatory information related to your findings.

Hints for Question 14

- **Think about the agencies to which you refer clients and from which you receive referrals. Think about the agencies that you meet with routinely.**
- Describe how you will collaborate with other agencies and coordinate efforts so that the population experiences seamless service provision to the extent possible.

* usually as judged by experts in the field or by quantitatively comparing the results of the tool to previously developed valid tools.

** usually assessed by comparing results of similar questions within the tool to one another, or by comparing the results of testing the same people more than once with the same tool, or by assessing the extent to which different raters yield the same results using the tool.

Hints for Question 15

Helpful tips

- If you found a measurement tool that has been used to demonstrate the effectiveness of a model program, note the success rate of that program. This is the “benchmark” which you can use to inform your selection of a target. (Note: You may decide to set your target higher than or lower than or the same as this benchmark – just be sure to include your rationale for doing so.)

Hints for Question 18

Helpful tips

- Describe in some detail who will collect the information, when and how. Don’t neglect a plan to get a consent form from participants, if necessary.
- Describe in some detail who will analyze the information, when and how. Key steps involved in data analysis are: data entry; tabulation of the data to determine the number and percent of participants who have met the outcomes; providing explanatory information related to your findings.